



# LOS ANGELES COUNTY COMMISSION ON HIV

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## EXECUTIVE COMMITTEE MEETING MINUTES

December 18, 2013

Approved  
1/8/2014

MEMBERS PRESENT	MEMBERS ABSENT	PUBLIC	COMM STAFF/ CONSULTANTS
Michael Johnson, Esq, <i>Co-Chair</i> / Kevin James Donnelly	Al Ballesteros, MBA	Dahlia Ferlito	Diane Burbie
Ricky Rosales, <i>Co-Chair</i>	Grissel Granados, MSW/ Maria Roman	David Kelly	Craig Vincent-Jones, MHA
Aaron Fox, MPM	AJ King, MPH	Jason Tran	
Joseph Green	Mario Pérez, MPH	Monique Tula	
Bradley Land	Fariba Younai, DDS		
Douglas Lantis			DHSP STAFF
Jill Rotenberg			None
Terry Smith, MPA			
Richard Zaldivar			

### CONTENTS OF COMMITTEE PACKET

- 1) **Agenda:** Executive Committee Meeting Agenda, 12/18/2013
- 2) **Table:** Results from the Six-Month Post-Unification Assessment, 12/18/2013

1. **CALL TO ORDER:** Mr. Rosales called the meeting to order at 9:30 am.
2. **APPROVAL OF AGENDA:**  
**MOTION #1:** Approve the Agenda Order (*Passed by Consensus*).
3. **APPROVAL OF MEETING MINUTES:**  
**MOTION #2:** Approve the Executive Committee Meeting minutes, as presented (*Postponed*).
4. **PARLIAMENTARIAN REMARKS:** There were no remarks.
5. **PUBLIC COMMENT, NON-AGENDIZED:** There were no comments.
6. **COMMISSION COMMENT, NON-AGENDIZED:** There were no comments.
7. **CO-CHAIRS' REPORT:**
  - A. **Membership Changes:**
    - Mr. Johnson reported Anthony Gutierrez has resigned because he no longer meets the qualifications of his seat assignment.
    - The Operations Committee interviewed Miguel Martinez as a potential replacement should the seat become available, but coincidentally did not approve a provisional motion to move his name forward if Mr. Gutierrez resigned. Mr. Vincent-Jones said motions to be forwarded to the Commission for approval must originate in a committee. Action could either be delayed a month for Operations to address it or Executive could do so on their behalf.
    - Mr. Green recommended Executive move the action as Operations did support recommending Mr. Martinez for the seat if it became vacant, but simply forgot to approve a motion to do so.

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- Mr. Vincent-Jones also reported that Pat Crosby had resigned from the Alternate to the Representative, Board Office 4 seat to which she had been appointed a week earlier. Operations had discussed the necessity of moving Michael Johnson to that seat from his current Unaffiliated Consumer, Supervisorial District 4 seat.
- Mr. Vincent-Jones explained the Board Office has a long, fruitful history with Mr. Johnson, but had also requested the Commission identify a seat for Ms. Crosby on the new body. It was apparent after completion of the membership interview process that Ms. Crosby could only be placed in the Board Office 4 representative seat, due to her final score in the membership evaluation process, while Mr. Johnson qualified for more than one seat. The Commission advised the Board Office of that solution. The Board Office did not object, but never confirmed Ms. Crosby's seat despite numerous Commission requests.
- Mr. Johnson is leaving Planned Parenthood and will likely affiliate with a Ryan White-contracted provider, making him ineligible for his current seat unaffiliated consumer seat. The only other seat available is the Board Office 4 representative seat. The Board Office expressed their preference for him to fill that seat, which left Ms. Crosby only eligible as an Alternate to Mr. Johnson.
- Mr. Vincent-Jones spoke at length with Ms. Crosby and informed her that the Board Office preferred she move to the Alternate seat. She was disappointed, but he emphasized that the Commission works to ensure Alternates have ample opportunities to participate independently. Alternates are also strongly considered for new openings as they arise. In the end, she felt it was important for the Commission Co-Chair to remain on the Commission and so accepted the shift to Alternate.
- Mr. Johnson and the Board Office also spoke with her. The matter appeared settled and she was appointed as an Alternate the prior week. After that, however, she called the Commission office and spoke with Nicole Werner who reported Ms. Crosby was angry with the situation. Mr. Vincent-Jones received her resignation by email on 12/13/2013.
- Mr. Vincent-Jones was uncertain why Ms. Crosby changed her mind, but expressed concern that she had shared with him at the Annual Meeting that she was feeling overloaded with information as a new Commission member. He felt if that contributed to her decision, it is a factor that the Commission should be cognizant of as it may pertain to other new Commissioners as well.
- Ms. Crosby said in her email that she did not blame the Commission. Nevertheless, though the delays in the appointment were rooted in the Board Office deliberations, the Commission always seeks a good experience for its members. Mr. Vincent-Jones said the resignation has not been put through as yet so there is an opportunity to talk with her and encourage her to stay on as an Alternate, if she will consider it.
- Operations had several long discussions at its 12/16/2013 meeting and never put forward an actual motion to shift Mr. Johnson to the Board Office 4 seat. That could also be addressed by the Executive Committee, if desired.
- In regard to Ms. Crosby's seat, several members noted two, separate issues: 1) how Ms. Crosby has been treated, and 2) placing Mr. Johnson in another seat. The Committee felt it was important to ensure appropriate outreach to Ms. Crosby, and concluded that shifting Mr. Johnson to the Board Office representative 4 seat is not urgent and can be addressed at the next regular Operations meeting where the usual authority resides.
- Mr. Vincent-Jones added Operations agreed to send a letter to Supervisor Zev Yaroslavsky concerning the delays from that office, despite repeated calls since July, to clarify Kimler Gutierrez' and Ms. Ferlito's status.
- Mr. Johnson felt it would be most respectful to Messrs. Gutierrez and Martinez to address that change promptly, but several people voiced a desire to maintain the routine process for such matters to be handled in Operations.
- ➡ Consensus to move both matters to the next Operations Committee meeting.

**MOTION #3:** Approve the recommendation of candidates for Commission membership and forward those recommendations to the full Commission for nomination, as needed and appropriate (**Postponed**).

### B. Organizational Development:

- Ms. Burbie said the purpose of this portion of the meeting was to develop a new Commission operational culture. In many ways, the Commission has been using an "in the meantime" or "default" culture. The establishment of the Commission as a new organization offers the opportunity to proactively create a new culture as desired.
  - The operating culture is the fabric that allows individual Commissioners to feel assured their contributions are being made, are valued, and are impactful. The culture must be pliable and robust enough to serve diverse Commissioners.
1. **Review and Summary: 6-month Post-Unification Assessment Results:**
- Mr. Vincent-Jones said there were 11 respondents to the self-assessment that had been distributed at the Commission meeting. He noted that it was not a robust response, as the decision to develop the self-assessment form was made quickly after the last Executive Committee in an effort to follow-through on the Committee's

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wishes and following conversations with Ms. Burbie. Nine (9) respondents signed their assessments, so it was possible to identify their status, e.g., Commissioners, Alternates, or former Commissioners or Prevention Planning Committee (PPC) members. Responses were assigned points: 4, strongly agree; 3, somewhat agree; 2, agree; 1, disagree.

- There seemed to be agreement that, while protocols and structures were imperfect, they were set up to enable participation, activity and involvement. There was also agreement that, while goals may not be fully clear, the work and topics addressed are important and important specifically to PLWH and those affected by HIV. There was some concern that prevention issues were not being explored adequately.
- Two similar responses were from among the newest Commissioners with no prior planning body experience. They did not understand their pertinent skills, abilities and expertise or how to apply them to Commission work. Mr. Vincent-Jones said that underscored the need to better identify new Commissioners who are struggling and need more individual attention. Even so, their scores increased on protocol, structure and the importance of topics.
- The overall consensus appears to be the Commission is not fully where it should be, but is trying and growing.
- There are 61 Commissioners, including Alternates and pending memberships. Depending on the results of these discussions, it might be useful to redistribute the survey to the full membership again to garner a higher participation level for stronger data.
- Mr. Rosales felt the Commission was largely working under prior Commission processes because there has not yet been time to review and adapt them for the new body. That slows the work because many people are still trying to learn the processes at the same time as those familiar with them are trying to move forward.
- Ms. Burbie noted highest scores stress the importance, value and relevance of the work. On the other hand, there is a difference between support for an effective process and individuals feeling effective within it. They should feel they are being developed, are supported, are contributing and hear feedback that their contributions are valued.
- Ms. Rotenberg said it is difficult to engage people with equity across the board because they differ in how they absorb information or how they participate in groups which can also vary depending on the size of the group. There is a struggle to remain transparent, but the process itself can be hard to balance in so large of a group.
- Ms. Burbie suggested a list of bottom line items to assess commissioner engagement:
  - As a Commissioner, do I know why I was selected, e.g., background, experience, perspective? The Commission should have conveyed that to each Commissioner.
  - Do I feel that I've been fully equipped to do the job that I've been invited to, e.g., are the education and information processes there?
  - Do I feel I am well-matched to what I wanted work to be? Do I feel up to the task? Is it fulfilling to me?
  - Do I think the work we are doing really is important and organized to be accomplished well?
  - Do I feel we are accomplishing anything?
- Those core questions address whether people feel validated and valued as they undertake the work. There should also be transparency in acknowledging that evaluation and assessment will continue during the work in a manner that assures people can respond to what is true for them, or whether the process is working for them or not.
- Mr. Johnson said many people struggle with large group dynamics. Small group dynamics are more familiar and many Commissioners may never before have worked in a large group built on structures such as Robert's Rules of Order and the Brown Act. It is also a different way of working in which work is broken up, delegated to smaller bodies for development, and returned to the main body for approval. That requires trust in the smaller bodies.
- It is always a challenge to teach people to function in a large group, e.g., the first week of a new term for the House of Representatives is devoted to orientation with five binders for representatives and their spouses. It can feel disempowering just to shift from being one voice among 10 to being one voice among 50.
- Ms. Rotenberg urged looking at how people come to the table, e.g., whether they were invited or volunteered. A community member might be invited, but may not recognize how they are valued by others.
- Ms. Burbie said Commissioners are responsible for assessing their ability to participate. They are accountable for communicating, e.g., if they are ready to participate fully or are still committed, but struggling and need assistance.
- Mr. Fox noted the prior Joint Public Policy (JPP) Committee had a core cadre of participants, but it was a constant struggle to pull more people into the process. He noted the Planning, Priorities and Allocations (PP&A) Committee uses operating values to help focus the work and thought they could be useful for the full Commission as well.
- Mr. Land questioned accuracy of responses about value at the table. He indicated anxiety among Commissioners, especially those who are new. Some people also are committed to a pre-existing agenda, so unlikely to hear explanations of why they were chosen, creating additional anxiety. He was unsure how to address this anxiety.

- Mr. Zaldivar noted all Commissioners have the same power, but not all have the same ability to grasp all the system's requirements. There are many cultural and political processes, e.g., community processes; federal politics and bureaucracy; the Commission process; Robert's Rules of Order; and HIV care, treatment and prevention. He felt those not familiar with all these systems may be having difficulty participating productively at the table.
  - He would like to see a breakdown for Commissioners of all the systems the Commission interacts with regularly. He would also like the Operations Committee to develop clear descriptions of what the Commission is seeking in Commissioners and skill tests to better identify and recruit appropriate candidates. Mr. Vincent-Jones responded that those are some of the tasks that the Operations Committee is beginning to address as it reviews processes and practices.
  - Ms. Rotenberg noted she was new to the Commission and felt she had valuable skills to contribute. She did not receive feedback on that initially, but the subject evolved during the interview and there was additional input at subsequent meetings, which was helpful. She felt the new Commissioner orientation was very useful. It ended early, however, and the agenda was not completed which hampered its value.
  - She added those attending ranged from people totally new to the process to those who had participated for years. She felt having two such different groups in the same room did not allow sufficient time for new people to absorb the information and respond to it, so primarily the more experienced people participated more actively.
  - Mr. Vincent-Jones responded that the orientation ended earlier than posted, but not intended. He noted that he had to put together an orientation quickly that was intended to introduce members to the processes of the body, many, if not all of which, were under review. In other words, he did not feel it was wise to present how the "Commission" does things if, in fact, how it does things was in the process of changing, e.g., the Commission's former priority- and allocation-setting process may no longer be relevant to how the Commission will perform those tasks once prevention and STDs are incorporated. He felt presenting that information as a fait accompli would have been misleading, misunderstood and confusing. As a result, the amount of information that could be disseminated in the first orientation was limited by nature of the Commission's transformational change.
  - Ms. Rotenberg also felt it would be helpful to have a better understanding of the agenda for the year. She urged a one-day retreat for people to get to know one another, engage in some team-building activities and develop a strategic vision for one or two years consistent with the length of terms for seats. That would help everyone get on the same page.
  - She pointed out the Commission specifically seeks to reflect the voices of those facing barriers, e.g., poverty, sex work or incarceration. Those populations are unlikely to have strong educational backgrounds that foster skills in the various processes and confidence in offering their voice. The Commission invites them to the table so should assure them they are experts, but need help in technical skills and offer help in developing those skills.
  - Mentorship programs are a possibility, but depend on useful pairings. Co-Chairs might be able to do that. She felt everyone can strengthen accountability by calling for a pause in meetings to make sure all are on the same page.
  - Mr. Vincent-Jones said the candidate process focuses on minimum expectations for key factors as candidates come from many backgrounds. He noted mentorship has been tried in the past, but has mostly been ineffective. The one approach that has been helpful has been for Commissioners to work closely with their Alternates, which the membership work group kept in mind as they paired Commissioners with Alternates.
  - Mr. Rosales said bumps in the road were expected and we might not get to everything as quickly as hoped. He felt we were trying to sprint when we should be walking, i.e., trying to catch up on everything done for years while trying to learn from the new and move work forward with as yet unsettled processes.
  - Mr. Johnson said everyone needs to learn new material – whether care/treatment, prevention or STDs. He felt a dynamic mentorship program was needed and urged new members especially to identify needs.
  - Ms. Burbie complimented the discussion and noted many commonalities among comments. One that particularly struck her is that everyone is in some way trying "to run to catch the train." It is important to regain control.
2. **Compare and Contrast: Current Operating Culture in Relationship to Operating Cultures of Former Planning Bodies:**
- Ms. Burbie asked the body to break into groups of former Commissioners, former PPC members and those new to both. She asked the groups to identify things that have worked in the past whether at the Commission, the PPC or another body and are being lost, so that they can be built into the new structure. Results from each group were:
    - **Former PPC Members Group:**
      - Less formal, more intimate environment – camaraderie;
      - Logistics – more efficient work at committee level, e.g., following agenda, availability of materials;
      - Strong sense of community engagement for marginalized populations;

- Interventions in the context of people's lives, i.e., not only HIV but homelessness, etc.;
- Less friction in dynamics with other entities due to lack of allocation authority.
- **Former Commissioners Group:**
  - Operating concept – Commissioners come to table to serve the body as a whole, not a set agenda;
  - Operating concept – substantial trust in colleagues and the committee-driven process;
  - Operating concept – using a committee-driven process enabled the body to accomplish substantial work recognized nationwide in such areas as initiating Medical Care Coordination;
  - Operating concept – power of consumer voice especially in identifying, articulating and tailoring community planning to address unmet need.
- **New Members Group:**
  - Seat alternates next to their full members at Commission meetings for improved mentorship;
  - Establish a non-disruptive system such as a text link so newer members can seek information from experienced members during Commission meetings;
  - Distribute materials for review at Commission meetings in advance, e.g., 48 hours, 72 hours or a week prior;
  - Develop greater camaraderie among Commissioners to increase confidence of newer members in speaking.
- Ms. Burbie added both the Commission and PPC made a very intentional effort to bridge the power dynamic between providers and consumers to level the playing field. While the PPC developed a familiarity/intimacy between members, the Commission—due largely to the constraints under which it must operate—developed rules, procedures and formality to ensure that everyone gets a fair and equitable chance to participate. Considerable work was done specifically to that point.

**3. Identification: Topics/Categories that Need to be Addressed for a New Culture:**

- Ms. Burbie asked the body to take the group input and identify key categories on which to focus.
- Mr. Johnson felt comments seemed to support that smaller working groups help people feel safe to engage in the process. Ms. Burbie agreed, but stressed that meetings governed by the Brown Act are not the forum for learning to engage. In an appointed position, the person should be equipped to engage at the more formal, public body.
- The goal is to identify points for more intimate engagement and learning. The question is whether the Commission has developed a structure that serves those purposes well in fact rather than in theory.
- Mr. Vincent-Jones added the Commission purposely strengthened the less formal committee structure to serve as that point of engagement in the knowledge that the Commission meeting is necessarily more formal.
- The Consumer Caucus was also noted as a safe space where all are on the same level and it is safe to ask questions.
- Ms. Burbie urged evaluating structure components – Commission meetings, committee meetings, caucuses - to ensure those and any others are being used optimally to ensure space to develop participation skills.
- Mr. Land felt appointment to the California Planning Group also impacts Commission structure by extension.
- Mr. Zaldivar felt the smaller PPC body was not inherently a trusting body, but became one. Divisions among agencies consequently disappeared and the PPC became a training ground for community planners, especially marginalized communities, e.g., youth. He felt size was not critical, but rather development of a trusting environment. He felt that environment could then be maximized by leveraging caucuses into the process.
- Ms. Rotenberg recommended developing operating values as opposed to leadership values. Ms. Burbie added both bodies have engaged in work on that subject and appreciate operating values.
- Ms. Rotenberg also called for a stronger emphasis on prevention which has not yet been addressed in allocations. Mr. Johnson said the Commission is struggling to break out of federal silos and focus on the full HIV continuum.
- Mr. Vincent-Jones pointed out the care side has statutory responsibilities under the law. The prevention side is governed by the Centers for Disease Control and Prevention (CDC) with more relaxed expectations and few requirements. Mr. Rosales added many of the PPC conversations revolved around advocating for special populations rather than planning, per se.
- Ms. Burbie noted most comments fall in the broad areas of Commissioner development/support and operating values. She suggested identifying other areas.
- Mr. Vincent-Jones called attention to processes for outcomes, outreach and the key area of direct Commissioner involvement and relationships with staff. PPC members were much more directly involved with development of work, such as documents, with staff support mainly for logistical purposes. The Commission's professional staff, on the other hand, developed and generated work at the Commission's direction. These two distinct approaches will need to be reconciled.

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- Another issue raised was the definition of “consumers” which has traditionally pertained to PLWH and now must address prevention consumers and the role of consumers. Ms. Rotenberg added STDs also need to be addressed.
- **Key Focus Categories:**
  - Relationship building;
  - Commissioner development/support;
  - Logistics;
  - Fully integrated work of HIV continuum (*not silos*);
  - Meaningful engagement;
  - Relationships/roles with staff;
  - Optimizing aspects of the structure where:
    - Smaller;
    - Meaningful;
    - Opportunity to learn;
    - Opportunity to contribute;
    - Opportunity to advocate;
    - Opportunity to disagree;
  - Definition and role of consumer;
  - Operating values;
  - Community engagement.

4. **Outcomes: Desired Outcomes of the Process to Develop a New Organizational Culture:** Ms. Burbie said it will require time to elucidate the need for each key area and determine outcomes to cement each into the new culture.

5. **Next Steps:**

- **Communication: Plan for Communicating Process/Structure:** Ms. Burbie said the plan is critical. Information on an area provides baseline awareness, but is insufficient to inculcate items into the culture. Thought integration conditions each Commissioner and the full Commission to ensure each item is acted on, e.g., like “muscle memory.”
- **Implementation and Operationalization:** Determining when and how stakeholders will be engaged to actively participate in the process of developing a new organizational culture: Ms. Burbie said Commissioners ultimately should be able to represent the Commission in any area, regardless of backgrounds in care, prevention or STDs.

8. **EXECUTIVE DIRECTOR’S REPORT:** This item was postponed.

9. **DIVISION OF HIV/STD PROGRAMS (DHSP) REPORT:** This item was postponed.

10. **STANDING COMMITTEE REPORTS:** This item was postponed.

11. **TASK FORCE REPORTS:** This item was postponed.

12. **CAUCUS REPORTS:** This item was postponed.

13. **NEXT STEPS:**

- ➡ Another Special Executive Committee meeting was scheduled for 1/8/2014, 9:30 am to 2:30 pm, with lunch, to complete work.

14. **ANNOUNCEMENTS:** There were no announcements.

15. **ADJOURNMENT:** The meeting adjourned at 12:10 pm.